

DESIGN NOTES: INTEGRATED 3-DAY VSM - DAY THREE IMP. PLAN

P' = Participant HO = Hand-out FC = Flip Chart PW = Participant Workbook

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Appendices:

- ☐ Worksheet: Future State Improvement Implementation Plan
- ☐ Improvement Implementation Plan Template
- ☐ Questions to Consider in Developing the Improvement Implementation Plan

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CI-PRACTITIONER'S DETAILED AGENDA

- 7:30-8:15 **Set-up and Prep for VSM**
- Clean room
 - Practitioner Team “huddle” – review roles and development goals
 - Review Future State map, recommendations, & calculations
- 8:15-8:30 **Start-up in VSM Teams**
- Introductions as needed
 - Logistics and overview of day
 - Check-in
- 8:30-9:30 **Complete Future State Steps & Time Data Metrics** (as needed)
- 9:30-9:55 **Review VSM Process, CS, Future State, Metrics & Recomm.**
- 9:55-10:15 **Improvement Plan Concepts**
- Ask P's to review Imp. Plan Worksheet & Considerations (PW pp.)
- 10:15-10:30 **Break**
- Meet with CI-practitioner team
- 10:30-11:15 **Identify Change Activities**
- Individual brainstorming
 - Organize into/name change strategies (affinity areas/clusters)
- 11:15-12:00 **Begin Prioritizing Changes**
- Ask P's to multi-vote, using dots
 - Count up dots for each area/change strategy
 - Assign Impact-Effort Grid Number to Activities (*Optional*)
- 12:00-12:30 **Lunch**
- Meet with CI-practitioner team
 - Assess where team is and make adjustments as needed
- 12:30-2:15 **Begin Creating Improvement Implementation Plan**
- Ask P's to begin creating Implementation Plan: first change strategy, activities, resp. person(s), date, barriers, deliverables, etc. (PW p.)
- Outcome & Measures**
- Start with Number or Percent
- 2:15-2:30 **Break**
- Meet with CI-practitioner team
 - Set-up for Follow-up
- 2:30-4:00 **Finish Improvement Implementation Plan**
- Be certain to include actions related to managing the implementation of the plan
- 4:00-4:15 **Next Steps**
- Review/Schedule VSM meetings progress to plan
 - Review/Schedule other follow-up events
- 4:15-4:30 **Wrap-up**
- Summarize action items
 - Check-out
 - Appreciation & Adjourn

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7:30-8:15 SET-UP AND PREP	<p>Purpose:</p> <ul style="list-style-type: none"> Participants experience a well organized, confident, competent, and professional learning experience - all in service to enabling the team to accomplish their task and have a satisfying experience. <p>Methodology:</p> <ul style="list-style-type: none"> Be sure room is clean, debris removed, and all materials and equipment organized for the day. Meet with CI-Ps and review roles, responsibilities, and any development goals. Review the CS and FS maps, change recommendations, and calculations to assess if there is a need to highlight anything specific today. 	<ul style="list-style-type: none"> CS& FS Change Items
8:15 – 8:30 START-UP	<p>Purpose:</p> <ul style="list-style-type: none"> Clarify expectations and create a shared understanding of the direction for the day. Develop as a team. Reconnect with each other and the prior work. <p>Methodology:</p> <ul style="list-style-type: none"> Make any introductions that are needed (staff, observers, new participants) Review safety exits Logistics -- restrooms, café in building, security badges (do not lose, be sure to return), breaks, lunch. Review briefly: <ul style="list-style-type: none"> Team Learning Norms again - PW p. . Prior VSM Process work. Preview today's agenda and outcomes. <ul style="list-style-type: none"> Remind team members that this is the beginning of an incremental change and improvement process – that this is their first incremental cut at the plan. Check-in: <ul style="list-style-type: none"> Tell P's – "Say, in one word or sentence (not a paragraph or pages), what you hope to accomplish or learn today (idea, feeling, observation, goal, etc.) Whoever starts, we will go round robin to the left until everyone has checked-in." Make note of any themes or patterns you noted during the check-in that could impact the work today. Remind P's to keep in mind their check-in on the first day (single improvement) as they develop their implementation plan. 	<ul style="list-style-type: none"> PW: Learning Norms p. Charter CS/FS maps & step sheets on wall (and if possible in electronic HO format) Plan Worksheet & Spreadsheet Recommendations HO: <i>Considerations in Developing an Improvement Implementation Plan</i> Team Photo

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Notes:		
8:30 – 9:30 COMPLETE FUTURE STATE STEPS & TIME DATA METRICS	<p>Purpose:</p> <ul style="list-style-type: none"> • Finish a shared visualization of the Future State. • Identify & Practice using Elapsed & Work Times. • Reinforce the usefulness of collecting the data. <p>Methodology:</p> <ul style="list-style-type: none"> • Review the work done to date on the Future State Steps. <i>(If all the Future State mapping and data work, including the discussion below, was completed on Day 2, move to the next module.)</i> <ul style="list-style-type: none"> ○ If time allows & if appropriate, ask if any steps are missing (if appropriate, refer to the maps done in the three groups) & what steps are needed to complete the improved process. ○ Adjust the existing FS map accordingly. • When the entire FS process has been completed, return to the first step in the process and explain that the team will now begin to identify the times (both WT & ET) they believe it should take to accomplish each step. • Remind P's of the meaning and significance of Elapsed Time and Work Time. Refer P's to the Step Sheet & definitions PW p. • Identify the Elapsed Time and Work Time for each step. • Ask the P's to calculate the summary data (PW p. , #11-13). This can be done - <ul style="list-style-type: none"> ○ In groups (for example, asking one group to sum up the Work Time & another to sum up the Elapsed Times) – or – ○ By individuals doing the same <u>as the times are identified</u> by the team members so that when the step times are completed, the summary data is almost finished. • When all the times have been completed, Review the Work and Elapsed Time data with the group. Ask P's - <ol style="list-style-type: none"> 1. Which activities use the most elapsed time? 2. Which activities use the most work time? 3. Which activities have the greatest discrepancy between the elapsed and work time? (Can mark with red dot) <p><u>Note:</u> You can point out that these answers can be used in the implementation plan in deciding which activities should be improved first (i.e. have the biggest impact on saving time, decreasing the process - lead - time).</p> 	

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	<ul style="list-style-type: none"> Ask why this discrepancy is happening & FC responses (will be used later to improve the process). 	
NOTES:		
9:30– 9:55 REVIEW CS, FS, METRICS, & IDEAS/RECOMMENDATIONS	<p>Purpose:</p> <ul style="list-style-type: none"> Review the work that has already been done in the Current and Future State sessions. To link the work of this group to what has already been done and lay a foundation for the work to be done today. Bring team members together as they prepare to develop their implementation plan from their recommendations. Model good project management skills. <p><u>Key Concepts</u></p> <ul style="list-style-type: none"> System & processes Team work Process product Customer(s) Outcomes Flow/pathway VA, NVA, 8 wastes Activities flows and connections Standard work(SOPs) <p>Methodology:</p> <ul style="list-style-type: none"> Review the work done in CS and FS. Emphasize that today's work is to take the recommended improved process and develop the improvement plan for the first iteration of their incremental move toward their ideal future state. Tell the P's to keep the following 5 questions in mind as they move forward: <ol style="list-style-type: none"> What do we do? Who do we do it for? What do they want and why? How can we better improve their satisfaction and our performance? What is the strategy and process for creating a new process focused on the customer? 	<ul style="list-style-type: none"> On the Wall: CS & FS Maps (and versions in electronic format if possible: 11X17, color, 3-hole punched) Ideas / Recommendation stickies
Notes:		

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<p>9:55– 10:15</p> <p>WORKSHEET: IMPROVEMENT PLAN CONCEPTS</p>	<p>Purpose:</p> <ul style="list-style-type: none"> • Start to develop P's familiarity with the Improvement Plan work to be done today. • To continue to link team members together as they prepare to implement their plan. • Model good project management skills. <p>Methodology:</p> <ul style="list-style-type: none"> • Ask each participant to individually and quickly read the <i>Improvement Plan Worksheet</i> in order to start to familiarize themselves with the work that they are about to do. • Ask them to read the <i>Considerations in Developing an Improvement Implementation Plan</i>. PW p. • Discuss and begin to familiarize P's with the meanings and rationale for the design and information to be identified. 	<ul style="list-style-type: none"> • PW – p. Worksheet: Improvement Implementation Plan • <i>Considerations in Developing an Improvement Imp. Plan</i> PW – p.
<p>NOTES:</p>		
<p>10:15 – 10:30 BREAK</p>	<ul style="list-style-type: none"> • Meet with your practitioner team. Elicit feedback and make any course corrections. 	
<p>10:30 – 11:15</p> <p>IDENTIFY CHANGE ACTIVITIES</p>	<p>Purpose:</p> <ul style="list-style-type: none"> • Create a plan to move from the Current State to the Future State that team members are willing to commit to make happen. • To begin to identify specific change activities needed to move to the Future State. • To continue to link team members together as they prepare to implement their plan. • Model good project management skills. 	<ul style="list-style-type: none"> • Worksheet: Improvement Implementation Plan (paper or computer) PW p. • Calendars • Flip Charts

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	<p>Methodology:</p> <ul style="list-style-type: none"> • Tell the Team: That they will now <u>individually</u> “brainstorm” the changes and activities needed to move from the Current State to the Future State: <i>What must be done to bring about the changes?</i> • Emphasize that they need to : <ul style="list-style-type: none"> ❑ Keep in mind all the ideas from the Current & Future States. ❑ Do this work quickly ! ❑ Keep the action items brief. ❑ Always start with a verb and include a noun. ❑ One change action per one stickie. • Tell the P's that they have <u>5 minutes</u> to do this. • Call Time and ask the P's to come to the wall and, round-robin as they did before, read & post their change actions on the wall. If there is a duplicate already on the wall, tell P's to put their stickie on top. • Ask the P's to post the appropriate blue and pink stickies from the prior two days on the wall as well, reading them first. • Ask the P's, at the wall, to now <u>organize</u> the stickies into “like” groups – clusters of actions that seem to go together. <i>This is also known as affinity, relationship, or mental mapping groupings.</i> • Ask the P's to <u>name</u> each cluster – this will be the <u>change strategy</u>. • Tell P's that they are now going to work with their ideas to get them in a form to use in developing an Implementation plan. 	
Notes:		
<p>11:15 – 12:00</p> <p>BEGIN PRIORITIZING CHANGES</p> <p>MULTI-VOTING</p>	<p>Purpose:</p> <ul style="list-style-type: none"> • To analyze and prioritize recommended change activities. • To begin to learn and apply different methods for analyzing and prioritizing work. <p>Methodology:</p> <ul style="list-style-type: none"> • Explain that now P's will identify which change ideas are seen as being most important and necessary in implementing the Future State process. • Explain that each P' will now be able to “vote” for the change 	<ul style="list-style-type: none"> • Impact-Effort Grid PW p. • Dots • Sharpie/Marker

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COUNT THE VOTES	<p>activities that each believes to be most important:</p> <ul style="list-style-type: none"> ❑ Each person will be given 3 dots to place on the activity(ies) they wish. It can be a single dot on three items (optional: all three dots on one item; or any combination the team member wishes). <p><u>Note:</u> <i>The number of dots you decide to give each P' will depend on the size of the team & on the number of actions. You can also decide on which of the placement options is appropriate.</i></p> <ul style="list-style-type: none"> ❑ Explain that this will allow them to “weight” how the items are prioritized and help decide how inclusive the improvement plan is. It is another way to analyze, organize, and prioritize items. ❑ Hand out 3 dots to each Ps.. ❑ Tell them they have 5 minutes to do this. ❑ After they have done this, ask what they see? ❑ Ask the P's to: <ul style="list-style-type: none"> – “Step back” from the Step/Activity Sheets and look at the distribution of the dots (votes). – Ask the team members to count and one of them to write the number of the votes directly on the Change (cluster) sheets. (The team may observe that some of the activities may be duplicated & the votes need to be combined.) – The totals can be entered on the Plan for each Change Strategy as it is entered on the Plan template. 	
IMPACT – EFFORT GRID (OPTIONAL)	<ul style="list-style-type: none"> • OPTIONAL: Introduce the Impact-Effort Grid and explain its purpose and use. <ul style="list-style-type: none"> ❑ Quickly review with the P's and, asking the P's for their decision, identify the grid location (1-4) for each change activity/action. ❑ Ask P's: <i>What do you see?</i> <p><u>Note:</u> <i>The Impact-Effort quadrant number can be identified and entered in the P column of the Plan for each of the Change Strategies and Actions/Activities as they are listed below. This can be a very useful tool in prioritizing and managing the implementation of the Plan – in determining not only what to address first but also what to address at all.</i></p> <p><u>Learning Point:</u> This is a well-known, widely used, and very helpful generic tool (Ken Miller calls it an ‘Idea Filter’ for his purposes). Explain to P's that they can use this tool themselves in a variety of situations for a variety of purposes, using different vertical & horizontal axes names. For example, this grid could have looked at the Impact & Feasibility involved. Or, identify the Influence and Interest/Involvement of the stakeholders involved in a process. Etc.</p>	

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NOTES:		
12:00 – 12:30 LUNCH	<ul style="list-style-type: none"> • Meet with the staff. Elicit feedback and make any changes to improve the experience for the team. • Assess where the team is and adjust afternoon time frames accordingly. If needed, prep the VSM manager to begin thinking about the report to the sponsor. 	
12:30 – 2:15 BEGIN CREATING IMPROVEMENT IMPLEMENTATI ON PLAN BEGIN CREATING PLAN	<p>Purpose:</p> <ul style="list-style-type: none"> • To analyze and prioritize recommended change activities. • To begin to learn and apply different methods for analyzing and prioritizing work. • To begin creating the improvement action plan. • Recognize that the work is not finished and provide a structure and mechanisms for follow-up within the plan. <p>Methodology:</p> <ul style="list-style-type: none"> • Explain that the <u>whole team</u> will now work on creating the new process improvement Implementation plan, using <u>their</u> change activity prioritization. • Remind the P's that this is the beginning of an incremental change and improvement process – that this is their first cut at it, their first incremental steps. • Ask which change/activity cluster (Change Strategy) received the highest priority (most votes). • Ask which change/activity must happen first (<u>are there any dependencies?</u>). Before another can be done? Is there an order to the recommended change activities? • Ask the P's to: <ul style="list-style-type: none"> ❑ Name a Change Strategy (group/cluster name) they would make first and then list the Actions/Activities needed to achieve it. <u>One action/activity per line</u>. Be sure that action/change language is used (verb + noun). Write these on the Plan poster. <ul style="list-style-type: none"> ○ <u>Note:</u> Move the Yellow, Pink (and as appropriate, blue) stickies on the cluster name as each is added to the plan. This way you will know that each has been addressed. 	<ul style="list-style-type: none"> • Imp. Implementation Plan Posters • PW WORKBOOK

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	<ul style="list-style-type: none"> ❑ Identify the Responsible Person(s) & planned Due Date for each action/activity. <ul style="list-style-type: none"> ○ <u>Learning Point</u>: Introduce and explain (draw) the 2 laws that can affect the timely implementation of any plan: <ul style="list-style-type: none"> ▪ <u>Murphy's Law</u>. Anything that can go wrong, will. ▪ <u>Parkinson's Law</u>. Work expands to fill the amount of time allotted for it. ▪ <u>AND</u> the two in combination will make any project/plan late. ○ In reference to the Due Dates - Consider the critical path for the activities. Does one have to be done before another can be started? Do any have to start or end at the same time? The Start and Due Dates will, in effect, reflect sequencing. Etc.) ❑ Identify potential Barriers to implementation. For each Barrier, add the countermeasures (as actions/activities) to be taken to address these so that the timely implementation of the plan can continue. ❑ Continue doing this until the all the Change Strategies (clusters) and Actions/Activities have been added to the Plan (or decision made not to). ❑ Include Change Strategies & Activities for any/all Kaizens that have been identified. ❑ Add a cluster for Managing the Implementation of the Plan, listing the activities needed. (see module below) <ul style="list-style-type: none"> ○ Also include actions/activities for how the team will get help when needed. It could be facilitation, support, decisions, coordination, etc. • Ask P's to "step back" and check if Plan is complete, if it "flows". • Return to the beginning of the plan and ask P's to: <ul style="list-style-type: none"> ❑ Identify the Deliverables and the Measure(s)/Outcomes for each Change Strategy and/or Action/Activity to show if the change has been done, is successful, and is an improvement. <i>(See Outcome/Measure module below & include here as appropriate.)</i> <p style="margin-left: 40px;"><u>Note</u>: During the three-day VSM you may not have time for anything other than the Change Strategy, Actions/Activities, responsible person, due date, and deliverables. In this case, the team will complete the remainder of the plan within one week of the VSM. The VSM manager is responsible for ensuring this gets done. Get a commitment to make that happen!!!</p> ❑ Document all these plan changes/activities/tasks on the Plan posters (or if electronic, on a large, projected plan) 	

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	<ul style="list-style-type: none"> • Be sure to get consensus on items as they are added to the Plan. • Continue this work until this draft Plan is completed. • Congratulate team on work well done! 	
<p>NOTES:</p>		

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OUTCOMES & MEASURING IMPROVEMENT/ SUCCESS (OPTIONAL) 15"	Purpose: <ul style="list-style-type: none"> • Develop measures for the projected improvements in the future state. • Reinforce the value of using data when identifying actual improvement and improvement opportunities. Methodology: <ul style="list-style-type: none"> • <u>Ask and discuss</u> with the team what measures they might use to determine if proposed changes/activities are successful? To determine if they're actually improvements? • <u>Note</u> that measures will enable the team to see how well these changes worked, what worked well, what didn't and what needs more work. • <u>Ask</u>: <i>What is a measure? What is the difference, if any, between an outcome and a measure? What is a good measure? How will you track it?</i> <ul style="list-style-type: none"> ➤ Remember the following useful format for measurable objectives: <ul style="list-style-type: none"> • <i>An action verb [to reduce]</i> • <i>Measurable output [the internal errors of the XX process]</i> • <i>Quantity improvement [by 50%]</i> • <i>Time frame [by December 22]</i> • Stress that the measure itself must start with a number or percentage. • Ask and discuss how they will determine if the changes are seen as actual improvements by the customer(s)/client(s), the staff, and by other stakeholders? 	
Notes:		
2:15 – 2:30 BREAK	• Meet with your staff. Elicit feedback and make any course corrections. Set-up for implementation.	
2:30 – 4:00 FINISH IMPROVEMENT IMPLEMENTA-	Purpose: <ul style="list-style-type: none"> • To analyze and prioritize implementation of change activities. • To begin to understand and commit to a disciplined approach to implementing the Plan. 	• Calendar

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IMPLEMENTATION PLAN	<ul style="list-style-type: none"> • To recognize that the work is not finished and provide a structure and mechanisms for follow-up within the plan. • To acknowledge that the hard work is now beginning. • To understand that the Plan is a “live” reflection of their work and must change, be updated and current, as their improvement work changes. <p><u>Methodology:</u></p> <ul style="list-style-type: none"> • Finish above. • Address parking Lot items as appropriate. • Facilitate a discussion that results in the team committing to regular times to discuss and monitor/track progress to the plan, acknowledge successes, and get help removing barriers. These could be regular monthly Implementation Progress meetings for the whole team and other checkpoint meetings as appropriate for specific changes/activities. • <u>Set date(s) to re-convene the team</u> (at the very least 30/60/90 day dates) to confirm the work that has been done & to checkpoint that Changes are being implemented – as well as to modify/add/correct actions/activities in the Plan. • Affirm that the VSM Manager(s) will schedule Kaizen and other follow-up activities, including other parallel and sub-processes. • Elicit who will work with VSM Manager and Practitioner to make that happen. [See Kaizens in CI-P Reference Guide] PW p. • Include all these in the Implementation Plan itself under the Change Strategy of “Managing the Implementation of the Plan.” (<i>Existing Plans for other improvement projects can serve as a helpful template for this Plan Management Change Strategy.</i>) • Ask participants if there are other activities/tasks needed to manage the implementation of the plan effectively (for example, the very important identification and establishment of team communication lines/methods). <p><u>NOTE:</u> This is not optional. How this happens is up to the team (Video-conferencing; Web meetings, conference calls, etc.). That it happens is not. If needed, work with the Sponsor/Manager to facilitate follow-through with regular team follow-up.</p> <p><u>Critical</u> - The Implementation of the Plan and what that means and requires should have been carefully discussed with the Sponsor and Manager in the Contracting/Chartering phases of the intervention.</p>	
Notes:		

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4:00 – 4:30 NEXT STEPS, WRAP-UP & ADJOURN	<u>Purpose:</u> <ul style="list-style-type: none"> • Acknowledge the work completed and give appreciation to each other. <u>Methodology:</u> <ul style="list-style-type: none"> • <u>Summarize action items – next 3 things that will happen, with contact name, date(s), and location.</u> • <u>Check-out:</u> Round robin, ask P's to respond to, for example, one of the following - <ul style="list-style-type: none"> ○ give a word or a sentence about what they appreciate about the work the team has completed. ○ name a learning that they will carry forward into their daily work. • Thank everyone for their work. <i>(The VSM Mgr. may also wish to state appreciation at this point.)</i> • You will then be adjourned. 	
GENERAL NOTES:		

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<p>Two weeks + 30 days +</p> <p>CI-P CLIENT FOLLOW-UP</p>	<p>Purpose:</p> <ul style="list-style-type: none"> • To support the Sponsor and Manager to follow-up with the team to assure implementation and removal of barriers. • Elicit feedback from the client to the Practitioner on what went well and what developmental feedback the client has for the Practitioner. • Close the contract or re-contract. <p>Methodology:</p> <ul style="list-style-type: none"> • Prepare VSM process summary report, including electronic versions of CS & FS maps, draft of the Improvement Implementation Plan, and a draft A3 & send to the Sponsor and Manager ASAP. • Within two weeks of VSM, meet with the Sponsor and VSM Manager. <ul style="list-style-type: none"> - Review outcomes to date from the team. - Elicit what is working well and what the Sponsor or VSM Manager may need for support. If needed, facilitate feedback between the Sponsor and the Manager. - Schedule any follow-up. - Ask for feedback as a Practitioner – Is there any feedback you would like to give me that could improve my work as a Practitioner or the way we have worked together? • Ask if there is anything they need from you to support their 30, 60, and 90 day follow-up with teams meetings, as well as with the Sponsor/Leadership/Steering committee? • Be very specific about reviewing action items that they had – and ask how to support them to completion. • Review your “contract” and give appreciation. 	
<p>DOCUMENT & COMMUNICATE</p>	<p>Purpose:</p> <ul style="list-style-type: none"> • Document and communicate work in order to track system improvements and increase learning for the community of practitioners. <p>Methodology:</p> <ul style="list-style-type: none"> • Within two weeks of the event, must have provided a summary of results in an A3 format (including text format and poster) to give to not only the team, Sponsor, Manager, but also to the appropriate Commissioner. 	

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	<ul style="list-style-type: none">• Post materials on BTC web site so that they are available to other CI-PS.• Send electronic versions of documents to BTC Lead Core Team, BTC central data collection files.• Reflect on learnings and bring highlights to CI-P Clinical for expanded learning.	
CELEBRATE!		

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Worksheet: Future State Improvement Implementation Plan

Purpose: The purpose of this task is to identify those activities necessary to move from the Current State to the Future State. Here, continuous improvement principles are directly applied to the wastes identified, and specific actions/activities are planned and assigned. Ideally, Change Strategies and Actions/Activities included on the Plan should be able to be accomplished in a minimum of time (Immediately, 30, 60, 90 days), including for long-range changes. Remember that this is an incremental improvement process.

Task:

- Using the ideas your team has generated for the Future State teams, you will build an Improvement Implementation Plan to move your process from the Current State to the Future State.
- Keep in mind the “Lean Concepts to Evaluate Your Transformation From Current to Future State.” Apply them wherever appropriate.
- Remember, that your Implementation plan should include both what you can do quickly and easily and what will require more time and effort.
 - Focus on no-cost, low-cost and/or high impact–low effort improvements that can be implemented immediately first and/or any that are critical. Then identify those that will take more analysis and more time to implement.
 - Kaizen events and other rapid improvement events that are needed should also be entered as Change Strategies and actions/activities on the Implementation Plan.
 - Some actions/activities may require the formation of other task groups and, perhaps, more intensive efforts. These should be a part of your plan as incremental activities needed to reach the long-range change.
- Follow-up with CI-Practitioners should be included as a line item(s) on the Implementation Plan.

When You Receive the First Iteration of Your Implementation Plan:

1. Review all the recommended activities in the spreadsheet.
2. Ask yourself if there are additional changes or modifications that will be needed & bring them up with the team/Manager -- add the action/activities to implement those changes.
3. Define the measure(s) you will use to determine if the change itself is (1) successful and (2) an actual improvement.
4. Add any perceived barriers or challenges so that the Sponsor can help remove them.
5. After you have completed this work:
 - a. Suggest a Responsible Person for each change/action and add to Plan. The Responsible Person should be a person with the authority and influence to remove barriers to that specific change/activity.
 - b. Suggest a planned Due Date for each Change and Action/Activity and add to Plan – Remember that the due date is not necessarily the date the entire change will be complete. It may, for example, be the date the evaluation of the recommendation is complete. However, in that case, the action under the Change should be stated as “Complete evaluation”.

DESIGN NOTES: INTEGRATED 3-DAY VSM - DAY THREE IMP. PLAN

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Improvement Implementation Plan:									Date:
CHANGE STRATEGY	ACTION / ACTIVITY	P	RESP. PERSON	DATE DUE	DATE COMP.	PERCEIVED BARRIERS	DELIVERABLES	OUTCOMES / MEASURES	PROGRESS / STATUS

DESIGN NOTES: INTEGRATED 3-DAY VSM - DAY THREE IMP. PLAN

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Questions to Consider in Developing the Improvement Implementation Plan

- ❑ What are the changes being proposed?
- ❑ Which changes should be implemented first?
 - Which problems/changes are priorities for your organization? For the Customer?
 - Which changes address key organizational goals?
- ❑ What specific actions/activities must be taken to bring them about successfully?
- ❑ How will the changes be implemented?
- ❑ Who is the staff person responsible for implementing the change successfully – who has the commitment, authority, influence, and time to assure implementation, to remove barriers to change?
- ❑ What are the measures needed to determine if the changes are successful? To determine if they're actually improvements?
 - How will it be determined if the changes are seen as actual improvements by the child, the adoptive parents, and by staff?
- ❑ How will input from clients, staff, and external sources be obtained regarding possible improvements, best practices, etc.?
- ❑ How will any adjustments be made to the proposed changes if they are found not to work or to be actual improvements after all?
- ❑ Are there any significant problems related to this process that must be addressed in order to get to the future state for this process?
- ❑ Are there any changes, barriers, other processes, or issues outside this process that must also be addressed in order to get to the future state for this process?